

Let's Play .....

Are you Smarter  
than.....

Office of Human Capital Management  
March 29, 2007



# Are You Smarter than ?



*Americans consume 42 tons of this per day.*





ANSWER



ASPIRIN!





# Are You Smarter Than?

*What can grow up to one inch every day?*





# ANSWER

*A baby giraffe!*





# Are You Smarter Than?

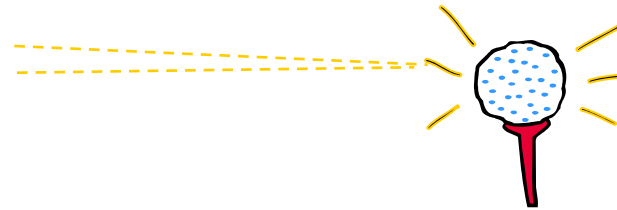


*What animal's eye  
is larger than its  
brain?*



# ANSWER

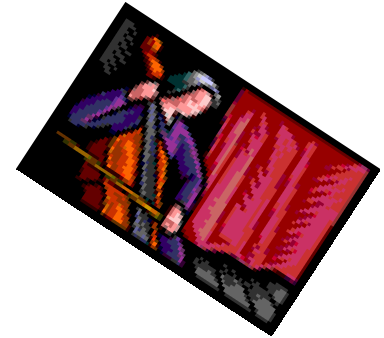
## An Ostrich



**In Fact, an ostrich brain is about the size of a golf ball!**



# Are You Smarter Than?



*What Performance  
Communication System is  
about to **CHANGE** (Again)?*







# ANSWER



## *The NASA/MSFC Employee Performance Communication System or EPCS*





# Revisions to the Employee Performance Communication System (EPCS) and Agencywide Training Effort

Office of Human Capital Management  
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# WHAT AND WHY?

- **Current system has been modified to make meaningful distinctions in employee performance levels.**
- **This will satisfy Government-wide requirements and allow for NASA to easily move into a Pay for Performance System.**



# Underlying Objective

**To foster and support the connection between employee and organization performance with achievement of the NASA Strategic Goals.**



# Past and Present

**Mid 70's – NASA used Government wide three-level performance appraisal system.**

**1978 - Civil Service Reform Act was passed and a more detailed approach to performance management was dictated adding critical and non-critical elements and establishing five performance summary adjective ratings.**

**1995 – OPM issued revised performance management regulations which allowed for the establishment of a performance appraisal system using one of a number of performance summary rating level schemes, including two levels (i.e., pass/fail).**

**1996 – Employee Performance Communication System (EPCS) established with two performance summary rating levels and “generic,” critical performance elements.**

**2003 – Congress passed National Defense Authorization Act for Fiscal Year 2004 which created the Human Capital Performance Fund (Please note monies were never allocated to Fund.). OPM required all government agencies who wished to utilize the fund to move to a multi-level performance appraisal system by September 30, 2004.**



# Past and Present

**2004** – Agencywide team revised and enhanced the EPCS establishing **three performance summary rating levels**, minimum performance element requirements coming from the Senior Executive Service (SES) performance evaluation factors, an Agencywide performance appraisal period, and modifying awards eligibility.

**2005/6** – Legislative proposals (Working for America Act, Federal Workforce Performance Appraisal and Management Improvement Act) viewed as a “heads up” that Government will be moving to a performance management system requiring **pay increases that are linked to performance**.



# Past and Present

**IN 2006.....**

**An Agencywide team, led by the Office of Human Capital Management (OHCM), conducted a review of the three-level EPCS to evaluate its effectiveness in defining performance expectations, measuring employee performance, and making distinctions in performance; to gauge employees' perceptions of fairness and equity; and to ensure that the Agency has a good foundation for a “pay-for-performance” system.**



# EPCS Review

- Review process included:
  - **27 Focus Groups at 8 Centers**
  - **An Agencywide workshop** with a cross section of stakeholders
  - **Benchmarking** with other Government Agencies
- Major recommendations from the review included:
  - **Improved alignment** of individual performance plans with the goals and objectives of the Agency;
  - Increased transparency, **fairness**, and **equity**;
  - **Greater accountability** and more reliance on outcomes and results;
  - A more **direct link between performance ratings and award allocations**;
  - A greater **emphasis on communication** between employee and supervisors; and
  - A **consistent Agencywide approach** to training and implementation.





## Major Revisions (May 1, 2007)

- A **Five-level** performance management system has been established.
- Supervisors will identify the specific Agency and/or organizational goal(s) and objectives(s) relative to employee performance on the employee performance plan.
- A requirement that the amount of a performance awards will be linked to performance summary ratings.
- Centers are required to establish a performance review process (at the organization level and prior to final summary rating discussions with employees) to ensure fairness and consistency in the appraising and rewarding of employees.
- A requirement has been established that employee feedback be considered in evaluating supervisory performance.



# Training and Support For Supervisors

In support of this transition, the Agency will utilize an integrated training approach which will include the following:

- An online tutorial in SATERN required for supervisors and strongly encouraged for employees;
- Coaching Skills Training for supervisors and managers; “Maximizing Performance Through Coaching”
- An updated and expanded website to provide written examples of elements and performance standards, helpful hints on having quality conversations, and checklists and worksheets to help both supervisors and employees with the performance management process.
- Additional workshops and/or tutorial on Writing Measurable Standards and Performance Indicators.

***The on-line tutorial and coaching skills training for supervisors and managers is expected to roll-out after April 2, 2007.***



# Other Info.....

An Introductory newsletter will be published in the Marshall Star

Inside Marshall will have some information

Heads Up messages will be sent periodically.

Website will have new information

Tutorial should be ready after April 2nd. Required for Supervisors,  
Strongly encouraged for employees.

“Maximizing Performance through Coaching” class will begin in May.



# **Coaching Skills for Supervisors and Managers**

## **Janie Moyers**

### **MSFC Internal Coach & Manager of Coaching Program**

- 1. Agency Strategic Executive Coaching Team – all centers. Three Phased approach.**
  - **Agency-wide contract to bring expert coaches for senior executives**
    - Limited time to seek avenues for development
    - Focus on their needs for professional development
  - **Trained internal coaches**
    - Coach high potential GS-14's and GS-15's
    - One certified internal coach, one about half through training, one just starting April 27, and approved funding for one additional.
  - **Coaching skills training for supervisors and managers**
    - Benefit overall population
    - Shift conversations to coaching conversations to draw out higher performance
    - Identify new and effective ways of operating through employee involvement



# **Coaching Skills for Supervisors and Managers**

## **Janie Moyers**

### **MSFC Internal Coach & Manager of Coaching Program**

- 2. “Maximizing Performance through Coaching” is the course for supervisors and managers**
  - 2 yrs. ago our team along with a contractor designed a course to teach coaching skills to supervisors and managers
  - It was piloted at two centers and we got a lot of good information
  - However, delivery at all centers quickly became more expensive than originally anticipated – we would not be able to reach the masses
  - The Strategy Team took the core design and decided to deliver it ourselves with the team member leading the effort at their center.
  - Beverly Fruehauf will be assisting with the delivery at Marshall. Her organization development background along with curriculum design experience will be invaluable to the success of the program.
- 3. Employee Performance Communications System (EPCS)**
  - Links the performance system, how it works, appropriate documentation, and writing skills for good performance elements to
  - Performance conversations which are sometime difficult for managers and supervisors
    - Tools and techniques to handle these conversations
    - More employee input in their job and performance process
    - Use all year long not just at appraisal time
    - Move the work forward



# Coach Training

- **Two modules:**
  - **Learn the models and practice the methods**
  - **Continued development of the skills through practice in small groups (to be looked at later)**
- **Workbooks, facilitator guides, brochures and laminated models ready in April**
- **Train the trainer April 10 – 12**
- **Pilot to select group May 2-3**
- **1<sup>st</sup> open session May 23-24**
- **2<sup>nd</sup> open session July 11-12**



# Pay for Performance

- Also known as pay banding
- NASA has a Compensation Review team, MSFC lead is Barbara Fawcett, HS50
- NASA looking to the future, many government agencies going to this system
- Performance tied to pay raises; 5 tier rating system required
- NASA may have a demonstration “project”



QUESTIONS?